

Project Management Assignment 2021

CASE STUDY ASSESSMENT

Assessment :

There is a single assessment composed of 2 parts – TASK 1 and TASK 2

Due Monday 3 May 2021 (via Turnitin on Moodle)

Task 1 2500 words +/- 10%

Task 2 1500 words +/- 10%

You are **NOT** required to submit a paper copy of this assignment.

Assignments submitted after the deadline without an agreed extension will be penalised according to the University Regulations. The word limit excludes the cover sheet, figures/tables, references and appendices. Where a submission exceeds the stated word limit by more than 10%, the maximum grade awarded will be P1.

Appendices can be used to provide additional raw information from your analysis, so long as the analysis itself is incorporated into the main body of the assignment. You may upload your assignment to Turnitin as many times as you wish before the deadline. It is recommended that you do so at least once in order to check your Turnitin score – this is a helpful way of making sure that you have used references appropriately.

Bear in mind that during busy periods Turnitin may experience delays in generating scores.

ASSESSMENT OBJECTIVE(s)

- **Conduct a detailed analysis of the following case study and article:**
 - After many delays and problems, the Edinburgh tramline opened on 31 May 2014. Follow the link below to an article in the guardian newspaper that explains some of the main problems encountered with the tramline.
<https://www.theguardian.com/local-government-network/2014/jun/25/edinburgh-tram-fiasco-lessons-for-uk-transport-project>
 - With reference to the case study “EDINBURGH TRAMS: A CASE STUDY OF A COMPLEX PROJECT” (Lowe, J., 2010)
http://www.arcom.ac.uk/-docs/proceedings/ar2010-1289-1298_Lowe.pdf.
complete the following **two** tasks:

Task 1 (2500 words) DISCUSSION AND ASSESMENT PROJECT OUTCOME

In your own words, and using evidence from the article/case study, discuss relevant aspects of the project plan used for this tramline project and identify the outcome criteria. Your write up should include detailed analysis of any areas or sections which highlight the most significant aspects – both positive and negative/good and bad perspectives. The analysis should clearly indicate and justify the strategic importance of each area discussed and why you think it had such a significant impact on the outcome of the project. Conclude by summarising if you think the project was successful, linking appropriate theory to the final outcome to justify your answer.

- NOTE
- A case analysis is not a conceptual explanation or discussion so do not spend too much time on conceptual explanation; instead your focus should be on how the concepts are used to analyse the case events and reach evaluative judgments. It is not necessary to include a detailed history of the company involved.
- Always draw on evidence from the case to support your analysis and conclusions. Using evidence without analysis will amount to describing what has happened in the case which is not needed in detail.
- Write in sections, which identify the major elements of your analysis.
- The case provided ends in 2013/14 and you should only answer the questions in terms of the information presented in the case up to this time. It is the analysis of the case which is important, not the date of the project.

TASK 1 is based on your ability to analyse the case information provided. Only use information is contained in the case study. You should not use alternative sources of information on the company.

*******Consider which parts of the project made the most difference to the final outcome and why.**

Task 2 (1500 words) CRITIQUE and REFLECTION

You are a consultant for a major company and have been asked to review a major project of a similar size and scope from task 1. In your own words, using report format, compose a set of real life recommendations which can help reduce any problems and support the project to allow a successful outcome. The project can be an actual real project if you have access to it through your own workplace – if not – it can be theoretical or from an internet source. Recommendations must be defended from both a practical and theoretical perspective, whereby, reflect/critique/assess on the attributes of the project management techniques (both good and bad) from TASK 1 can be discussed as a comparison .

TASK 2 is based on your ability to critique and reflect on your learning from task1. You may use whatever sources are most relevant for your discussion , but all must be properly referenced and contemporary.

It is critically important that if you use information from the case or theory from academic texts, you must reference it appropriately. Any direct quotations from the text should be used sparingly – these must be placed in quotation marks and referenced in the same way. References should be in APA6 format. Notes on referencing are available on Moodle

*****Consider things like - Forecasts/budgets/schedules - good/bad Project Management practices. Resources for Administrative performance**

MARKING CRITERIA

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|---|--------------|
| INTRO / CONCLUSION | - 10% |
| (Task 1) PROJECT PLAN EVALUATION | - 50% |
| (Task 2) LESSONS LEARNED _ RECOMMENDATIONS | - 30% |
| STRUCTURE / PRESENTATION / REFERENCES | - 10% |